

CA1
EP
-1994
R28

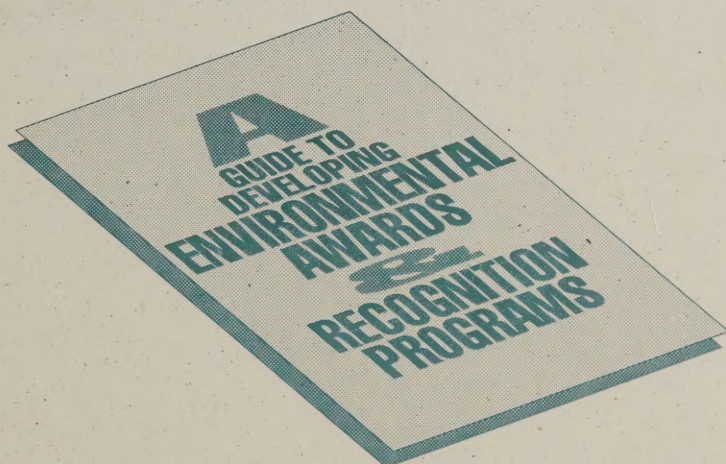
GOVT

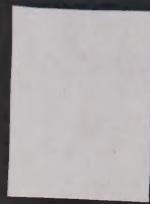
5
DEMONSTRATING ENVIRONMENTAL STEWARDSHIP

Government
Publications

REDUCE • REUSE • RECYCLE

REWARD!



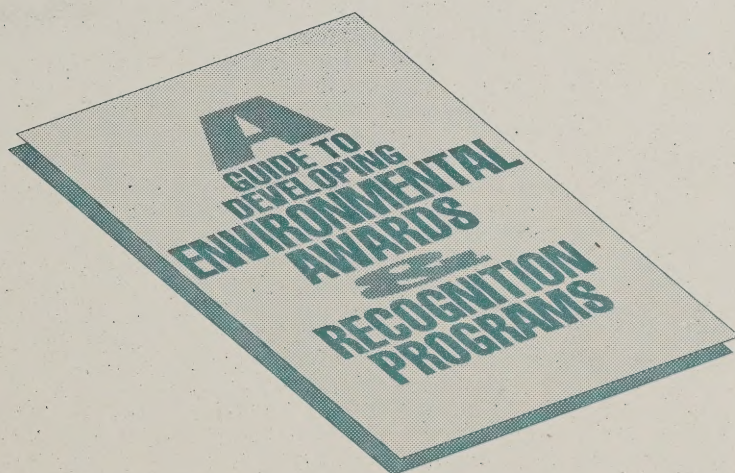


5

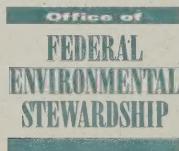
DEMONSTRATING ENVIRONMENTAL STEWARDSHIP

REDUCE • REUSE • RECYCLE

REWARD!



For further information contact



819-953-0608 819-953-4130 fax

ISBN 0-662-22664-X

Catalogue No. En 40-485 / 1994E

Published by authority of the Minister of the Environment

Aussi disponible en français

© Minister of Public Works and Government Services Canada 1994

AXF9389

Table of Contents

REDUCE REUSE RECYCLE REWARD

1 Introduction	2
2 Who is this guide for?	3
3 Why develop an environmental awards and recognition program?	4
4 Developing the right program for you	6
5 Guidelines for a successful program	8
6 Informal awards and recognition	13
7 Formal awards programs	16
8 Environmental awards for tenant or membership-based organizations	19
9 Choosing appropriate reward items	21
10 Promoting your program	24
11 Getting started: a suggested approach	31

Introduction

REDUCE REUSE RECYCLE REWARD

This guide has been developed by the Office of Federal Environmental Stewardship to assist you in recognizing, celebrating and rewarding those who demonstrate the principles of environmental stewardship in their workplace.

Most people want to be creative, they want to identify with the success of their organization, and they want to contribute to society. We know that Canadians are overwhelmingly concerned about their environment and willing to take positive actions to improve it.

Acknowledgement is motivation to do more and an inspiration to others to do the same, as well as a reward for an action completed.

An effective awards and recognition program can facilitate an increase in positive environmental contributions by your employees and colleagues.

In the spirit of greening the federal government, your workplace or your community, this guide has been written to assist you in recognizing those who contribute to that spirit. This manual has been designed to try to be "all things to all people", so please be forgiving if some of the information seems a little obvious to you.



Who is this guide for?

REDUCE REUSE RECYCLE REWARD

Reduce, Reuse, Recycle, REWARD! was developed primarily for use by federal departmental and agency officials responsible for awards and recognition programs for meritorious behaviour. Although the guide is written for this particular audience, its content should also be useful to others who are interested in improving the environmental performance of their organization.

Federal departmental and agency officials responsible for the implementation of environmental principles and practices may find in the guide elements for a new program to run from their office, or to operate in cooperation with those responsible for their organization's formal awards programs.

The guide should also prove useful to senior and middle levels of management in the organization who have an interest in motivating employees under their supervision to higher levels of environmental action. In particular, the section on informal awards and recognition is suitable for adaptation and distribution to managers throughout an organization.

Many of the ideas presented in the guide can also be adapted for use by associations and other membership-based organizations. The specific challenges of implementing an awards and recognition program for members who may be spread across the country or work for different employers is discussed in section 8.

Why develop an environmental awards and recognition program?

REDUCE REUSE RECYCLE REWARD

Awards and recognition programs in the '90s

The Canadian workplace has been experiencing a rapid pace of change, both in the public and private sectors. More is being required of employees, and, along with this, people want to be able to work independently and take direct responsibility for the quality of their work. As a result, more employees are coming to expect a purposeful and motivating work environment.

Along with this transition has come a change in the style of management practised by many organizations. When employees are asked to work more autonomously, the role of the manager shifts to that of creating a positive and reinforcing work environment. Managers wishing to influence the behaviour of employees are finding that indirect influence and motivational techniques are far more effective than making direct demands.

Awards and recognition programs are an effective and low-cost way of encouraging higher levels of performance. In fact, acknowledging a job well done has long been recognized as the top motivator of employee performance. Most of the same principles of employee motivation through recognition and reward can also be applied to improving environmental performance in the workplace.

The benefits of an environmental awards and recognition program

The long-term winner of an environmental awards and recognition program should be the environment. Proper recognition of an action increases individuals' identification with the importance of their environmental efforts, and gives rise to more and better actions. High profile, public awards and recognition encourage others to strive for the level of excellence achieved by those being recognized. Together, these two factors combine to urge environmentally committed individuals to do better, and to encourage those who have not yet become involved to take steps toward improving their environmental performance. The result should be a significant increase in positive environmental activities in the workplace.

However, reducing the negative environmental impacts of the workplace is just one of the many benefits of recognizing employees' environmental contributions. There can also be a benefit to the bottom line. Many positive environmental actions reduce the consumption of resources and can result in significant cost savings. At a time when Canadians are looking to government to show both financial responsibility and environmental leadership, this could

result in another notable benefit: improving the public profile of the organization. The section of this guide entitled "Promoting your program" discusses a number of opportunities for enhancing public profile.

Awards and recognition programs in general are noted for improving workplace morale and individual employees' commitment to the organization. An environmental awards and recognition program would have the added benefit of not being directly linked to most employees' jobs: they are not being recognized for doing what they are paid for but for contributing to a greater social good. This demonstrates the organization's commitment to the environment and to recognizing the contributions made by employees above and beyond their job descriptions. It can make those recognized feel good about their environmental actions and strengthen their identification with an organization that shares their concern for the environment.

All employees can benefit from an environmental awards and recognition program by learning more about the environment. The knowledge gained at work can also be taken home and shared with family members, resulting in more positive actions to make our environment an even bigger winner.

"At the Department of Environment, we recognize the importance of effective internal communication, feedback and employee participation in creating a positive and environmentally friendly workplace. Our Green Committee, run by volunteers, strives to promote environmental education, social interaction, and environmentally friendly behaviour in the workplace by organizing events, displays and contests."

Cheryl Ford
Public Relations Specialist
Newfoundland Department of
Environment

Developing the right program for you

REDUCE REUSE RECYCLE REWARD

Before developing an environmental awards and recognition program it is important to determine what type of program structure will best suit the organization. Programs can range from encouraging informal recognition to an organization-wide, multi-level environmental awards program with all the bells and whistles. There are three basic options for developing an organization-wide program: developing an awards and recognition program with an environmental component; adding an environmental component to an existing awards program; or developing a stand-alone environmental award.

Developing an awards and recognition program with an environmental component may be an ambitious undertaking for a large organization with no current awards programs in place. This guide provides information for developing the environmental component, but it may be necessary to undertake further research before developing additional components.

Adding an environmental component to an existing awards program may be the best option for organizations that already have an awards program in place. Depending on who has responsibility for awards programs and environmental stewardship initiatives, a certain amount of inter-office cooperation may be required to get the project off the ground. In fact, developing an awards and recognition

program is a good opportunity to strike strategic partnerships and work together on design and implementation.

If it is not possible to integrate an environmental component into the existing awards program, or if no program exists, the best option may be to develop a stand-alone environmental award.

Clear communications during the development phase of an awards project can be just as important as clear rules for nominations and selections. Especially for large organizations that are spread out in various locations across the country or across a province, it is important to keep key people throughout the organization informed and involved: the more people who participate in the program's development, the more committed individuals you will have to draw on when it comes time for implementation.

If there is no Environmental Coordinator in your organization, consider doing some primary research before making any final decisions on the type of award you are going to develop. The following survey could be adapted to any workplace. You may wish to randomly select an individual from each location or area, or ask to speak to people holding particular positions at various work sites.

Background survey for the development of an awards and recognition program*

Hi, my name is [surveyor] and I am working on a project to recognize the environmental contributions of [organization] employees. I wondered if you had a few minutes to answer some questions about environmental activities in your area. I can call back at a more convenient time, if you wish.

1. Are you aware of any initiatives to promote environmental responsibility in your workplace?

☐ Yes ☐ No

[If yes] Would you please tell me about them?

[If yes] Do you think these initiatives are having a positive effect?

☐ Yes ☐ No

[If yes] How so? [If no] Why not?

2. Do you know of any plans to put new environmental initiatives in place for your group/branch in the future?

☐ Yes ☐ No

[If yes] What are they?

3. Are you aware of any programs that recognize the environmental contributions of [organization] employees?

☐ Yes ☐ No

[If yes] What are they?

4. Do you think it would be a good idea to develop a program for recognizing the environmental contributions of employees?

☐ Yes ☐ No

[If yes] Why? [If no] Why not?

5. Do you think staff members in your area would be interested in participating if they were offered the opportunity to:

a) participate in the development of an awards and recognition program (for example, by sitting on a committee or reviewing draft guidelines)?

☐ Yes ☐ No

b) participate in the nomination and selection process (either by nominating someone or sitting on a selection committee)?

☐ Yes ☐ No

6. Do you have any suggestions or comments that you think would help make an environmental awards and recognition program at [organization] successful?

Thank you for your time. Your input has been very helpful.

Respondent's Name:

Position:

Telephone/Fax:

Branch:

Location:

* The Office of Federal Environmental Stewardship consulted with many organizations in the preparation of this guide. A survey similar to the one above was used. Results are available and information can be obtained by contacting the Office at 819-953-0608.

Guidelines for a successful program

REDUCE REUSE RECYCLE REWARD

Involve employees at all levels

Wherever possible, involve employees in the awards and recognition program. Beginning with a survey, as suggested in the previous section, is a good start. You may wish to target individuals who might be able to help with program development when you do the survey. Environmental committees, where they exist, may also be a good source for recruitment of volunteers.

Make sure that you are not imposing personal choices on the program participants (either in establishing goals or selecting rewards). The best way to avoid this problem is to set up a structure that allows employees to participate in establishing the objectives, designing the program, and selecting the rewards.

In addition, all employees should be eligible to receive an award in the program. Depending on how you plan on structuring the awards and recognition program, this could mean developing several categories to make sure that every employee will be eligible for at least one award.

Establish clear objectives

Obviously, many of the program objectives will be environmental in nature.

For example, your objectives may include:

Keys to a successful awards and recognition program

Involve employees at all levels

Establish clear objectives

Reflect the organization's values

Lead by management example

Keep communications clear

Ensure the program is fair

Develop specific criteria and selection processes

Match the award to the achievement

Emphasize success and achievement

Blend informal and formal recognition

Balance short-term components and sustained initiatives

Promote the program

- ◆ motivating all personnel to take more and better positive environmental actions in the workplace;
- ◆ encouraging employees to "move beyond the blue box" (i.e. turn their attention from recycling to reducing consumption);
- ◆ bringing local environmental initiatives to the attention of senior management;
- ◆ increasing awareness of environmental issues among all employees;

- ◆ reducing the amount of waste created in the workplace;
- ◆ reducing the amount of resources consumed in the workplace; or,
- ◆ encouraging alternatives to the single-occupant vehicle as a means of transportation.

These are very general objectives, which may be all you need to design your program. Or, you may want to begin with a much more specific set. You could carry out an inventory of workplace impacts on the environment, determine where room for improvement exists, and base specific objectives on your findings.

If specific objectives are developed, the program criteria can be tailored to help achieve them. For example, if your inventory finds that employees driving themselves to work is a major negative impact, you may want a component of your awards and recognition program to address that issue — perhaps an inter-regional or inter-building competition to reduce the number of single-occupant vehicles. If you want to be very specific in your program design, you could change the theme of the award every year: transportation issues one year, reducing resource consumption the next.

It is important to establish social and other workplace objectives for your program as well as environmental ones. For example, it may be important for your program to:

- ◆ enhance employee identification with the organization;
- ◆ encourage teamwork among employee groups;
- ◆ improve bottom-up communication within the organization;

- ◆ involve employees' families in workplace environmental activities;
- ◆ encourage innovation and creative thinking among employees;
- ◆ demonstrate the organization's commitment to environmental stewardship; or,
- ◆ establish the environmental awards program as a model for others to follow.

Once you have determined your objectives, rank them in order of importance. Select a type of program structure that will allow you to address the objectives you want to achieve, and keep your objectives front-and-centre as you enter the design phase of program development.

Reflect the organization's values

Your program's objectives, the awards criteria, the selection process, awards presentations, and promotional activities should all reflect the values of your organization. If you have a mission statement, make sure its elements are clearly reflected by your awards and recognition program and that there are no conflicts.

You may wish to refer to the most recent annual report to review the challenges your organization is facing and the goals it is striving to achieve. If organizational restructuring and expenditure reduction have been major challenges, perhaps your environmental award criteria should require that the environmental actions recognized result in a net savings to the organization.

If excellence in client service is the top priority, you may wish to specify that recognized environmental actions contribute to improved client service.

Lead by management example

All levels of management play an important role in ensuring the success of awards and recognition programs. In many ways the success of the program will be in direct proportion to the demonstrated commitment given to it by management.

For an environmental awards and recognition program, it is not enough just to announce the existence of the award — management should be encouraged to lead by example. This means exhibiting enthusiasm for the program and encouraging employee participation, as well as demonstrating a commitment to environmental stewardship.

Indeed, the difference between having an extremely successful, organization-wide awards and recognition program or “just another award” has to do with leadership. If management is perceived as saying one thing but doing something else, employees may become disinterested in the program — or worse, cynical about the organization’s environmental programs. Behaviour people can see and believe will persuade them that the organization is committed to both the awards program and the principles and practices of environmental stewardship.

Section 6, “Informal awards and recognition”, could be adapted for use as a management training tool.

Keep communications clear

To make the awards and recognition program an organization-wide success it is important to keep communications clear throughout the design and implementation stages, as well as to make sure the awards are adequately publicized once the program is in place. Developing an awards and recognition program should be a public process.

The more people consulted during the planning stage, the greater the anticipation and involvement you will generate once the program gets rolling. When people are consulted they are more likely to develop a stake in the program and feel that they are personally involved. It is especially important to secure the support of people within the organization who will be key to the successful implementation of the program.

Ensure the program is fair

Involving employees in the process and keeping communications clear will go a long way toward ensuring the fairness of the program. It is essential that an awards and recognition program is not seen as a way of rewarding favoured employees.

It is also important that the program does not inadvertently favour one group of employees over another, or give unfair advantage to some regions or areas. Criteria must be established so that there is a “level playing field”. Ask yourself: Are loading-dock workers, mailroom clerks and middle management all eligible for recognition? Do urban employees have an unfair advantage over rural employees?

Develop specific criteria and selection processes

Closely linked to ensuring the fairness of the program is the development of clear and specific award criteria and a scrupulously fair selection process. The specific criteria often flow from the program objectives that have been established. The criteria should be reviewed to ensure that they are clearly written, reflect organizational goals and values, and do not inadvertently disqualify any employee groups.

Again, it is desirable to have employee participation to ensure the perceived fairness of the program and to generate involvement in the program. Often, open nominations followed by a peer review/selection committee comprise the most appropriate process for a formal award.

Match the award to the achievement

Always make sure that any material awards are appropriate to the theme of the program (i.e. environmentally sensitive) as well as to the type of award. For example, a certificate for an engine tune-up would be a good award for car-pool drivers. A framed certificate of achievement (on EcoLogo[™] paper, printed with vegetable-based inks) may be fitting for the year's outstanding environmental citizen.

Whatever the award, be sure that it does not accidentally undermine the objectives of the program — treating a team to pizza and pop

using disposable plates, cutlery and napkins is not an appropriate way to celebrate two-sided photocopying.

Emphasize success and achievement

The point of an environmental awards and recognition program is to motivate employees to undertake more and better environmental actions. This is achieved by recognizing success and holding it up as inspiration for all. To this end, success and achievement should be promoted and celebrated at every opportunity and, whenever possible, on an ongoing basis.

Blend informal and formal recognition

A comprehensive, organization-wide program should strive to achieve a good blend of informal recognition and formal awards. It is well known that informal personal recognition is by far the best behavioural motivator. For every tangible reward there should be several opportunities for informal, social reinforcement built into the program.

Strive to institutionalize informal recognition within the structure of your formal awards program. Seek out opportunities to communicate with all levels of management about improving informal recognition of environmental actions throughout the organization; this goes hand-in-hand with leading by management example.

Balance short-term components and sustained initiatives

Although it is important for an awards and recognition program to have regularity and continuity (e.g. the Environmental Citizen of the Year award could always be presented during Environment Week), it may also be a good idea to incorporate some components as short-term initiatives. For example, any contests or inter-facility competitions that you plan as part of your program should be of short and definite duration.

Short-term components can add excitement to a program and are particularly useful for launching a new program. You may want to hold a contest to name the annual award, or start a competition to see which branch can achieve the best reduction in energy consumption over a specific period.

Regular activities held throughout the year can also help to achieve the program's objectives by keeping environmental issues on the minds of employees. For example, ideas from an environmental suggestion box could be posted on a monthly basis, even though the formal award is given for the best suggestion of the year. Another idea for a sustained initiative is creating a "Hall of Fame" with photos of the annual award winners.

Promote the program

In order for your program to be truly successful you need to generate high levels of interest and participation. Promotion is key to achieving this goal.

As mentioned above, an open and public process for designing the awards and recognition program is an excellent way to get people involved from the start. The launch of the program, the selection process and the presentation of awards all provide numerous opportunities for promoting the program and raising its profile among employees. Depending on the objectives you have established for the program, you may also want to promote it to external audiences.

Opportunities for promotion are discussed in section 10, "Promoting your program".

"In 1994, the Building Owners and Managers Association (BOMA) Annual Awards Program recognized environmental stewardship. To facilitate the judging process, an environmental checklist was developed by BOMA's Environment Committee. It was later agreed that the information contained in the checklist could be useful to members as a resource for establishing their own environmental policies. All members were mailed a copy of the guidelines."

Joyce Norris
Executive Director
Building Owners and
Managers Association

Informal awards and recognition

REDUCE REUSE RECYCLE REWARD

Ideally, an initiative to improve informal recognition should be part of every formal awards program. Many federal government departments have taken steps to "formalize informal awards" with the addition of an "Instant Award" to their roster of special awards.

For example, the Department of Indian and Northern Affairs offers a "Make My Day" award to promote courtesy and appropriate appreciation. All employees are eligible to receive a "Make My Day" award, and managers and supervisors actively look for contributions to be recognized during daily operations of the organization.

Recognizing environmental contributions

If recognition of a job well done is the top motivator of employee performance in general, then it follows that recognition of employees' environmental contributions should also be a top motivator to encourage increased environmental actions. Personal recognition indicates that someone took the time to notice the achievement, seek out the employee responsible and personally tell the individual that their achievement was impressive.

Book after book on human resource management tells managers to deliver "one-minute praises", "pats on the back" or "bravo cards" to motivate employees to

Highly effective motivating techniques

Personal congratulations



Personal note



Public recognition



Meetings/informal events to
celebrate successes

higher levels of achievement. The principle also applies when encouraging employees to take greater personal responsibility for reducing negative environmental impacts at work.

The importance of saying "thank-you"

Thoughtful, personal recognition of an employee's contribution is invaluable — both to the employee and to the positive effects it can have on the workplace. The best informal act of recognition is one that creates a "story" that the person can tell to his/her colleagues and family.

It's also important to use the person's name around the office — let others know that you're impressed by someone's efforts. The best kind of office gossip is when word gets back to you that your boss has been saying good things about you. Or, if you hear from another

employee about someone's environmental efforts, be sure to repeat it back to the individual: let them know that you have heard what they are doing and that you are impressed with their initiative.

Put it in writing

Next to person-to-person recognition, written recognition is most valued by employees. A formal letter of recognition from a superior is something an employee will value and probably keep throughout their career.

If a formal letter is not warranted for a small action, a short note will still get attention and be appreciated. For example, if you notice that a draft report has been copied on the blank side of used paper, add a note to your comments just

to say that you have noticed and appreciate the effort. Or, you may want to post a notice on a bulletin board or through e-mail to recognize that an employee's environmental suggestion has been implemented.

Another way to put recognition in writing is to make use of internal newsletters and local newspapers. You may wish to send information about a particular employee's environmental accomplishment along to the newsletter editor for your organization. If an accomplishment is particularly innovative, it may be appropriate to send the information, along with the employee's photograph to the local newspaper. (This type of recognition is more likely to be incorporated into a formal awards program's promotional plan, but may be appropriate where no formal awards program exists.)

The rewards for Indian and Northern Affairs' "Make My Day" award take a variety of forms, depending on the accomplishment of the individual. Examples of the efforts recognized by the "Make My Day" award include:

successfully completing a challenging project on or before a tight deadline

• helping a colleague meet a pressing deadline

• coming forth with creative or innovative ideas at staff meetings, conferences and the like

• volunteering spare time on a regular basis to assist with planning company events such as field trips, special events etc.

• displaying a genuine sense of enthusiasm and optimism at work that boosts the morale of other colleagues

The criteria for this award is purposefully left open so that managers can recognize employees' efforts at their own discretion, given that they know the limits and potential of their employees the best.

Employees are made aware of this particular award program with a brochure giving all the details and information they need to know in order to participate. Managers and supervisors nominate individuals, while the most senior manager in the office has final approval over who wins an award.

The "Make My Day" award system could easily be modified to reward environmentally aware behaviour by making the criteria for winning specifically related to environmental actions. The rewards themselves should also have an environmental theme.

Encouraging local-level activities

Another type of informal reward is setting aside a little office time for local-level environmental activities. For example, if you are impressed by someone's effort to gather up lunch-time compost to take home, perhaps you could give the person some office time to set up a composting plan for the whole office.

It is also important to celebrate successes at the local level. Once a new program is in place (e.g. glass or cardboard recycling, kitchen composting, or a new photocopier that handles two-sided copying) talk it up at staff meetings or hold a mini-celebration. Why not get a bottle of sparkling grape juice to christen the new worm composter? Take this opportunity to demonstrate how to use the composter, explaining its impact and useful end product to those in attendance. Be sure to congratulate all who participated in getting the new program up and running.

Informal peer awards

Recognition from one's peers can mean even more to a person than praise from an employer. Because a peer is not likely to have an agenda to improve productivity or motivate other employees, recognition from a peer is less expected and may be perceived as more authentic.

Informal peer awards often "just happen" — no one plans them or sets up a committee. Perhaps a thoughtful co-worker gets someone a funny plaque or desk toy to celebrate the end of a

A roving peer award

A 'roving peer award' can be awarded by the person currently holding the award, to someone else who has made a special contribution. Perhaps a trophy from a second-hand shop could be given a new inscription and presented to the person who started the office composting project. That person later hears about a co-worker who spent the entire weekend on a tree-planting project with the Guides, so the award gets passed on.

The recipient of the roving award can keep it as long as they want, or until they discover another person making a special environmental contribution. Or the award could turn over regularly on a particular day or at a special event, for example every Earth Day. The award could be passed informally, at a regular meeting or event, or even at a special event just for that purpose. The possibilities are almost endless!

An award of this type can take on tremendous value and prestige because it comes from one's peers.

particularly difficult project and a job well done. This type of award can be one of the most valued experiences of a career. Fifteen years later when that person retires, the funny plaque will probably be one of the things in the box to be taken home. But this doesn't mean that an informal peer award cannot be started on purpose. For example, an environmental peer award could be started to celebrate the kick-off of an environmental awards program.

Formal awards programs

REDUCE REUSE RECYCLE REWARD

Formal awards may not be as motivating to individual employees as more specific, personal forms of recognition. However, they are important because they formally acknowledge a significant accomplishment, especially one that has spanned a long period of time, and they reinforce informal forms of recognition.

A comprehensive, organization-wide environmental awards and recognition program should seek to establish a balance between the formal awards and initiatives to encourage informal recognition throughout the organization. People are more receptive to formal programs if they believe that management really cares on a personal, day-to-day basis.

Multi-level awards programs

A multi-level program may consist of one or more awards or award categories, often integrated to address the needs of different levels and types of employees. For example, an environmental awards and recognition program could include the following awards:

Environmental Citizen of the Year,
for outstanding individual;

Green Team Award,
for best team accomplishment; and/or,

Best Suggestion,
for best environmental suggestion of the year.

One example of an individual award is the
"Environmental Achievement Award"

offered by Correctional Services Canada. The award recognizes employee initiatives involving environmental and conservation issues. All employees of Correctional Services Canada, as well as members of the general public, are eligible to win this award.

Nominations may be made by managers, supervisors, peers or private organizations, while the final approval of winners comes from the National Awards and Honours Committee. Nominations are reviewed and judged on elements including environmental impact, energy conservation and savings. The award itself is a framed certificate, which is presented by the Commissioner either semi-annually at headquarters or less formally at regional offices.

The awards will each have their own criteria and may have separate selection processes. What they will have in common is that each is awarded at two or more levels, depending on the structure of the organization. Awards may be given at the regional level, with those winners then considered for the national award. Other options could include organizing award levels by branch or by work site.

Multi-level awards have the advantages of being able to involve large numbers of people, generating interest at the local level, and sustaining interest over the period it takes to go through the various levels.

Awards to individuals

Awards for outstanding individuals or individual achievements are usually determined through a nomination and review process.

In some cases, individual awards are managed through a point system. Point systems may be appropriate in some instances where measurability is easily achieved (e.g. sales competitions); however, this type of system would be difficult to apply to environmental objectives. It also requires significant administrative control and must be scrupulously fair and public in order to avoid any appearance of unfairness. Point systems may be more appropriately applied to team competitions when specific, measurable targets are set.

All outstanding individual awards do not have to be awarded annually at a formal ceremony. A less formal "Environmental Citizen of the Month" program may be appropriate to operate at the local or branch level. The Environmental Citizen of the Month could be selected through nomination, or someone could be assigned to seek out environmental "good deeds" for recognition. Such a program could stand alone at the local level, or be integrated as part of an annual award: the local Environmental

Citizens of the Month could form the nominee pool for selecting someone to move on to the regional or national level.

Another popular type of individual award is the tried-and-true "suggestion box". As well as the general benefits of encouraging employee input to the management process, suggestion programs have yielded substantial cost savings for government. A best environmental suggestion award should have specific criteria in order to ensure a fair selection process. You may also want to consider having a number of different categories for best suggestions to reflect the various objectives of your program.

As well as awarding outstanding ideas, it is also important that every suggestion is responded to with some form of recognition. At the very least, each contributor should receive a personalized thank-you. The more creative the thank-you is, the better it will serve to reinforce environmental efforts.

"It's really important to recognize the amount of effort that goes into any environmental initiative. Even if applicants don't win an award, the Manitoba Round Table on Environment and Economy gives recognition scrolls to those nominees who meet eligibility requirements for the Sustainable Development Awards of Excellence."

Eric Troniak
Senior Policy Analyst
Sustainable Development Coordination Unit
Manitoba Round Table on
Environment and Economy

When individual achievement awards are operated on a multi-level basis, there are opportunities to involve a great number of people:

- ◆ The program should in some way recognize everyone who is nominated for the award; the nominators should be thanked as well.
- ◆ At the first level, award winners can be chosen from the nominee pool by their peers or a peer committee, potentially involving a large number of individuals in the award process.
- ◆ At the next and any subsequent levels, award winners can be selected from previous-level winners. As well as the attention that the award may merit on its own, the multi-level structure will help to sustain the interest of co-workers of those who proceed through the levels.

Recognizing group achievement

Group incentives can reduce individual rivalry and foster teamwork and cooperation — valuable attributes for other aspects of workplace life. When a team achieves, the team needs to be recognized. Recognizing only the manager or highest performer can cause

the group to lose motivation. Creating a team or group award can have the added beneficial effect of increasing employee morale and strengthening group identity. Working together towards a goal or competing against other groups can generate a great deal of excitement, pride and energy.

A formal group award can be operated on a multi-level basis as described for individual awards above. However, some form of point system with specific targets and ways of measuring achievement would make the program less difficult to adjudicate. It may be easier to maintain interest in a group award if the period of competition is limited to one month (e.g. June to coincide with Environment Week). The winning team could gain possession of a Green Team trophy to display until the following year's competition.

A less generally applicable group award could be developed to award the special project team that makes the most valuable environmental contribution to the organization over the course of the year. The winning team could be selected through a nomination and review process similar to that used for individual achievement awards.

Environmental awards for tenant or membership-based organizations

REDUCE REUSE RECYCLE REWARD

Developing an awards and recognition program for your clients, tenants, members or member organizations can provide you with unique opportunities to create changes in behaviour to benefit both the environment and your organization.

Certain precautions must be taken when designing an awards and recognition program for "non-employees":

- ◆ Be absolutely clear on the criteria.
- ◆ Create a level playing field for all tenants or member organizations regardless of staff size and type of work (e.g. lab versus office wastes).
- ◆ Make sure that all individual clients or members have a fair opportunity to meet eligibility requirements.
- ◆ Communicate the program thoroughly and evenly.
- ◆ Engage tenant departments or member organizations in promotions.
- ◆ Use all available channels to reach individual clients or members with information about the awards program.
- ◆ Ensure judging is fair and transparent.
- ◆ Have a representative from each tenant department, or a cross-section of member organizations, sit on the selection panel.
- ◆ For associations, make sure that the selection process appropriately reflects the diversity of the membership.

For example, if you are a building manager and wish to introduce a solid waste diversion program, but are concerned about tenant cooperation, introducing a formal award for the greatest diverter should help solicit that cooperation. Introducing the award, using this document as a guide, will give you an excellent vehicle to promote your diversion program, engage tenants in the process and reward the desired behaviour.

Perhaps you are a member-based organization and wish to raise the environmental profile of your organization in the public eye. Designing an award that reflects your organization's mandate and reduces its impact on the environment can help you facilitate a membership-wide change, and raise public awareness through the presentation of awards in a public way. Allowing your award recipients to use their achievement in marketing themselves will further promote your environmental efforts and reward the winners.

An example of an awards program offered by a membership-based organization is the **Material Management Institute's Environmental Recognition Award.**

The award recognizes outstanding contribution to the implementation of environmental stewardship in materiel management operations within the federal government. To qualify for this award, a candidate must have:

- exceeded the requirements of all applicable federal and provincial environment laws and/or regulations currently in effect

- initiated innovative actions or practices to reduce environmental impact in a measurable way

- contributed to general environmental awareness inside and/or outside of his/her organization

- demonstrated cost-effectiveness in implementing sound environmental practices.

Recognizing that flexibility is essential in awards programs, the Material Management Institute intends to revise the criteria as the program evolves. The changes will reflect the continuous improvements in green purchasing, thereby maintaining the prestige and leadership qualities of the award.

A colleague or supervisor can nominate an individual by filling out a short nomination form and writing a brief note (100 words or less) describing the nominee's current professional status; a line or two about the nominee's background, and a short statement outlining the reasons why the nominee is a worthy candidate. This information is then mailed to the Material Management Adjudicator for review and recommendation.

Choosing appropriate reward items

REDUCE REUSE RECYCLE REWARD

The most important attribute of any reward is that it have a high perceived value. This is just as important for the “thanks for your suggestion” note as it is for a Minister’s Special Recognition Award.

Put care into the selection and production of all rewards in your awards and recognition program. Thank-you notes should not look like form letters, and certificates from the Minister should not bear a mechanical signature.

Merchandise rewards

Any merchandise reward should be of high quality. Especially for an environmental award, it is important to avoid the impression that you are giving away “junk gifts”. Sometimes it can be a good idea to give recipients of merchandise rewards a choice from a list of possibilities, allow them to select an item from a catalogue, or give them a redeemable certificate.

Merchandise reward items should:

- ◆ have minimal environmental impact;
- ◆ have lasting value;
- ◆ reflect the effort and quality of the recipient’s effort/achievement;
- ◆ show gratitude;
- ◆ instill a sense of pride;
- ◆ be useful;
- ◆ reflect the image of the organization;
- ◆ suit the recipient’s lifestyle/tastes;
- ◆ be easy to redeem (if a certificate); and
- ◆ be guaranteed and exchangeable (if applicable).

The following is a sample of the kinds of merchandise items that may be appropriate for an environmental award (packaging should be minimal):

- ◆ certificates for free emission testing/tune-ups for car pool drivers;
- ◆ artwork with an environmental theme;
- ◆ re-used items such as old trophies from an antique or second-hand shop, refurbished and inscribed for the new award;
- ◆ consumable items that support nature activities or protect habitat, for example rain forest snacks;
- ◆ books on appropriate topics or subscriptions to environmental magazines;
- ◆ honorary titles: “Environmental Citizen”; or,
- ◆ environmental gift certificates.

Customized rewards

You may choose to customize the rewards so they are more personal. The following suggestions are awards that are suitable for customization:

- ◆ Plaques, trophies and certificates that can be customized serve as valuable motivators and reminders of achievement.
- ◆ Imprintable goods can help to maintain group identity. For example, the winning floor or branch in a competition to reduce new paper consumption could have memo pads printed on one-side-used waste paper to say "best paper savers of 1995!"
- ◆ Personalized goods and customized apparel awards can also be lasting reminders that reinforce a group identity and help people keep environmental issues in mind.

Team/group rewards

Team rewards are meant to enhance and celebrate group identity. Suggestions for team rewards include tickets to a ball game, a trip to a gallery/museum, team caps or T-shirts with a slogan or message printed on them.

Group rewards can take the form of informal privileges such as designating days when the group being rewarded can come into work an hour late, leave an hour early, or dress casually for work.

Training/professional development

Another option for a unique reward is additional training for award winners.

"In our view, an action and its reward should be complementary. One of our priorities in developing an awards program has been to go beyond the 'ceremony and certificate' approach, by providing awards such as reusable lunch bags or composters, which have an environmental use. We have the potential to further expand the stewardship model by stimulating competition among manufacturers or businesses in the donation of these products."

Elizabeth Hayward
Promotions Coordinator
New Brunswick Environment

The additional training helps to reinforce desired behaviour and helps individuals to gain or improve valuable skills they can use to further their personal and career development.

This kind of reward may be particularly appropriate for individuals holding positions such as purchasing manager. Individuals in this type of position could benefit from attending an environmental purchasing seminar or a green office workshop. Environmentally active employees may appreciate opportunities to attend an environmental conference or workshop.

Others may also be able to benefit from a leadership training and/or professional development course. This kind of reward can help them become better leaders on environmental issues, better communicators, and may boost their career development in the process.

Advanced responsibility/visibility

Yet another option is to offer a reward that gives the winner increased responsibility and/or visibility within the organization. Like an additional training reward, increased responsibility and visibility can reinforce desired behaviour and allow the individual to acquire more skills and experience. Two primary examples of this kind of reward include offering individuals honorary titles (e.g. "Green Coordinator"), or special assignments (e.g. "Committee to implement paper-saving measures in Building C").

Reward Reminder

Rewards for team/group awards such as outings should have an environmental theme and little or no negative environmental impact. Teams or groups should be bused to out-of-town destinations, rather than using single occupant vehicles. The following list features examples of environmental outings that you may adopt as team/group rewards:

wilderness tour

(e.g. hiking into local hills, parks or other natural attractions in your area)

whitewater rafting

hot-air ballooning

camping

Promoting your program

REDUCE REUSE RECYCLE REWARD

All awards and recognition programs need to be promoted to ensure maximum participation and success over the long term. Given that an environmental awards and recognition program offers benefits to employees, the organization and the environment, there should be an organization-wide audience interested in hearing about the program. Even though you can expect a degree of natural interest, care must still be taken to ensure that your promotion communicates the right messages to achieve your program objectives.

Promoting a new program

Promotion of a new awards and recognition program is vital, because its initial success will depend on the acceptance and participation of your organization's employees. But awareness of the program is not enough; individuals will need to know why the program is being introduced, what the specific criteria are, and how they can get involved.

By ensuring that employees receive clear, accurate and interesting information about the new awards and recognition program, you can both raise awareness of the program and foster a sense of pride and excitement about the program's many benefits to individuals and the environment.

An effective promotional campaign for a new environmental awards and recognition program should:

- ◆ promote the program as a unique initiative that employees can be proud of;
- ◆ encourage employee enthusiasm, behaviour change and program participation;
- ◆ keep employees up-to-date on the progress and evolution of the program as it unfolds;
- ◆ avoid critical or sceptical reactions by informing and involving employees ahead of time;
- ◆ avoid feelings of apathy or disinterest that could result from a lack of accurate information; and,
- ◆ highlight the benefits of the program, such as helping the organization reduce costs, boosting employee morale and reducing negative environmental impacts.

Promotional messages

The specific messages you will want to communicate through your promotional campaign should flow from the objectives established at the beginning of the planning phase of your program. If your program objectives evolved during the design phase, make sure that any changes are taken into consideration when you develop these messages.

Here are some examples of messages you may want to convey in your promotions:

- ◆ The environmental awards and recognition program acknowledges legitimate efforts to reduce negative impacts on the environment.
- ◆ The behaviour practised by the environmental award winners results in a net benefit to the environment.
- ◆ The environmental award is an honour bestowed on select individuals or groups who demonstrate a commitment to environmental stewardship.
- ◆ The environmental award winners exemplify the kind of behaviour that all employees can adopt into their daily lives in order to reduce their own negative environmental impacts.

Promotional tools

These are some of the tools/print products you may consider using as part of your promotions:

Program Identity: Before developing any promotional materials or products, you will want to establish a consistent “look” for the awards and recognition program, one that will identify print materials as part of the program. A program identity can be a logo that you create, or it can simply be a matter of keeping the same colour, type style, and overall “look” of the products consistent. Be sure that this “look” reflects your environmental message. For example, print products should be double-sided, be printed on uncoated recycled paper certified by the Environmental Choice[®] Program, and use only one or two ink colours.*

Poster: A poster (featuring either the program logo or the program “look” as mentioned above) would attract attention and raise awareness about the new awards and recognition program. Posters could be put up in

high-traffic areas (such as the cafeteria, lobby, on bulletin boards, in elevators etc.) whenever there is “news” about the program (e.g. to launch the program, to announce the opening of nominations, to notify when the awards presentations are, and so on). The poster would serve as an announcement of the awards and recognition program to employees and senior management, and as a reminder about the program each time they see it.

Brochure: A brochure could be developed that gives all the details about the program in a simple, concise format. The brochure could be given out to anyone inquiring about the program, which would save having to explain all the details verbally in person or over the phone. Again, the brochure should be designed to be consistent with the logo and/or look of the program.

Application Forms: An application form may be required for formal awards in order to keep track of nominations and other pertinent information for administrative purposes. The form should include space for: the nominator’s name; the nominee’s name; position, department and phone number; and brief details about why the nominee should be considered for the award. The application forms should be available for employees at all awards-related functions, and included in the informational brochures outlined above.

Tent Cards: Tent cards are a simple way to remind employees and senior management about the awards and recognition program. Tent cards featuring information about the

* For a copy of the *Green Publications Checklist*, call the Office of Federal Environmental Stewardship at 819-953-0608

program and “enviro-tips” on the back would inform and raise awareness among eligible individuals in your organization. The tent cards can be displayed on cafeteria table tops, lobby tables, computer monitors/printers and the like. The cards serve as reminders to employees about the program and encourage their participation. As with all the awards and recognition program print products, the tent cards should be designed with the program identity.

Memo Pads: Memo pads, with a brief reminder about the awards and recognition program and information about where to get further information, can be made out of reused* or recycled paper. The pads serve as a perpetual reminder of participation in the program, as the pads may be used every day by employees (e.g. taking messages, jotting down notes or lists). The memo pads could be handed out during the launch event or any time you feel is appropriate for a bit of encouragement.

The program launch

The start of a new program provides a good opportunity to raise awareness by celebrating the adoption of the program with a launch event. The aim of the kick-off is to create some excitement about the new awards and recognition program and its benefits to individuals and the environment in a manner that attracts organization-wide attention.

One way to launch the new program is to hold a “kick-off party” in the cafeteria, lobby or similar high-traffic area of your organization over the lunch hour. At the event, a senior

Keys to a successful employee contest

- Promote the program and its purpose
- Set realistic, achievable and measurable goals
- Limit the contest to a short period
- Keep the contest rules uncomplicated
- Ensure prizes are desirable to employees
- Link rewards directly to performance
- Give rewards and recognition promptly

manager could make a short announcement giving the details of the award and how employees could win by modifying their behaviour to reduce their impact on the environment. The tables could feature tent cards with “enviro-tips” on them, while the room itself could be environmentally decorated. (Take care to keep waste to a minimum; choose decorations that are reusable or easily recyclable.)

To encourage attendance at the launch you could send out a short memo or e-mail message stating that an exciting new initiative is about to be launched and details will be announced at the event. Small “door prizes” with an environmental theme and/or slogan (e.g. coffee mugs that could replace disposable cups, refillable pens or fridge magnets) could be

* If your organization has a paper recycling program in place, you can separate paper that has only been used on one side and send it to a printer for use in making the pads. Be sure that confidential material is not included accidentally.

handed out at the door as people arrive. The kind of launch activity best suited for your organization is limited only by your creativity and imagination. It does not have to cost much or be a complex undertaking — your aim is to create some enthusiasm while making employees aware of the program.

Contests and other friendly competitions are a great way to build anticipation and momentum for a project like a new environmental awards and recognition program. For example, have a contest to name the award as a part of the kick-off. As with other aspects of successful programs, the contest rules must be explicit.

The awards presentation

The greatest ongoing opportunity for promoting an awards and recognition program is the actual presentation of the award itself. By making the presentations into a proper celebration, you can encourage more individuals to participate in the awards and recognition program, boost the prestige of the program and the perceived value of the rewards themselves, and ultimately increase positive environmental actions. The following are suggestions for making your presentation an event to remember.

- ◆ Hold an official “awards night gala”.
- ◆ Make the presentations part of the annual general meeting, employee picnic or similar venue where all individuals typically are present.
- ◆ Have the presentations in the cafeteria, main lobby or other high-traffic area on Earth Day or a similar date that has an environmental theme.

Saying ‘thank you’ in public

The presentation of the awards is essentially a way of saying ‘thank you’ in public. Here are some tips for saying thank you to award winners sincerely and effectively.

Emphasize the individual’s success and achievement in reducing environmental impact.

Deliver recognition and reward in public to praise individuals in front of their peers and “show proof” that environmental protection efforts are valued and truly rewarded.

Deliver recognition in a personal, sincere and honest manner (but avoid overdoing it).

Tailor recognition and reward to the unique needs of the people involved.

The introduction to presenting an award to a team versus an individual or a supplier should be different, as their reasons for achieving the award vary.

Be clear about measurable data such as timeframes and quantities (e.g. 500 kilograms of paper reused in July is different than 500 kilograms saved over the past decade).

Be sure to clearly communicate the connection between the winner’s accomplishment and the resulting reward; make sure people know the details of why the award is being given.

Don’t forget to conclude the presentation with a sincere thank you and appreciation of the nominators, volunteers, and others involved with the administration of the awards program.

Once you choose an appropriate venue for the awards presentations, it is important to follow a consistent format each year, so that employees will become more familiar with the awards and recognition program over time, adopting it as an integral part of working for your organization.

Promote your success over the long term

To promote the program and keep it on the minds of employees, you could create a "Hall of Fame" with photos of award winners and brief descriptions of why they were chosen as winners. This lets your employees know that their contribution will not be rewarded and then promptly forgotten, but that it is considered important enough to remember over the long term. A related option is to create a photo collage of successful projects or events that could also be featured as a special display in the workplace. Both of these ongoing promotions can do a lot to encourage employees to be more environmentally aware every day, and not just "when awards time comes around."

You can further promote your success as the program unfolds by creating promotional items that highlight achievements. For example, after the first year you could print up reusable lunch bags with the message "I switched to public transit and won an environmental award." for distribution to the branch or building that achieved a group award for the greatest increase in public transit use.

Special events and celebrations

Making fun a central element of the awards and recognition program will help to make it a success.

Program launch event: The program launch event can combine fun with disseminating information about the new awards and recognition program. You could call the event "Green Deeds", or "Greening our Winning Ways", or some other catchy title that captures the attention of your employees and gives them an idea of what the event and the program is all about. (See "The program launch" earlier in this section for more information.)

Annual events: You can organize a new, annual event specifically for the awards and recognition program, or you can "piggy-back" on an existing event, potentially saving time, money and effort. Try to hold the event at a time that relates to your "green" theme, such as during Environment Week or on Earth Day. Other options include an annual summer picnic at a local park or campsite, a family environment fair with interactive display booths and games, or an annual environmental workshop with environmental experts as guest speakers.

Special events: Special events are great opportunities to boost your employees' interest and awareness in the awards and recognition program. For example, you could celebrate the anniversary of your program launch every year. This anniversary event is a perfect venue for you to:

- ◆ highlight achievements;

- ◆ encourage new employees to participate in the program;
- ◆ reinforce the program and its messages with existing employees;
- ◆ stress the importance of the long-term effort to practice environmentally aware behaviours; and,
- ◆ demonstrate ongoing management commitment and leadership by example.

Fun celebrations: Organizing “just for fun” events and celebrations allows you to support the awards program and keep the environmental issues prominent in the minds of employees. You can invite employees to give you their input and help you plan the event, or make planning the event part of the reward for past winners. One suggestion is a “Garbage-free Day” event featuring the slogan, “There’s no such place as away”. By removing the wastepaper baskets from everyone’s office, they will have to go to a central location in the organization to dispose of their waste or else store it until the next day. Even a simple event like this can do a lot to raise awareness about waste disposal and diffuse the notion of “out of sight, out of mind”.

Celebrating goal achievement: One-time events can be organized on short notice to celebrate the achievement of a particular goal. For example, if your organization set specific targets when designing the awards and recognition program (e.g. reducing the amount of new paper used by 15 percent), a lunchtime celebration and/or announcement could be organized.

Keep in mind that informal celebrations should be timely and pertinent to the situation. For

Ideas for activities that may be appropriate for inclusion in your special event

A “Jeopardy” or “Wheel of Fortune”-type competition that features questions/answers relating to the environment

A “Campus Quiz” competition in which teams compete against each other on environmental issue

A magician, comedian, or improvisational troop that could put on a performance with an environmental theme

A booth featuring displays of environmentally conscious food products and packaging

A “murder mystery” party with an environmental theme (e.g. “The Mysterious Disappearance of the Bluebox” or “Who Killed the Compost Monitor?”)

example, if paper orders or photocopy counts are being tracked on a monthly basis, the goal achievement should be announced as soon as possible after it is reached. Also, be sure that the celebration in no way undermines the achievement. For example, don’t use disposable cups during your celebration of reduced paper use in the photocopier.

Community participation

Organizing events that let your surrounding community get involved is a great way for you

to demonstrate your organization's commitment to the community and environment in which it thrives. Community participation helps show that your organization is socially responsible, and it can also bring both employees and community members or volunteers together in support of one cause or event. There are several ways you can engage in activities that are beneficial to your local community:

- ◆ Get employees to pool efforts on behalf of a local environmental cause. For example, the transportation department could help the Boy Scout troop in their area to collect and transport pop bottles to a central recycling depot.

- ◆ Offer donations to local environmental causes as part of an award. You could present a certificate stating that an acre of wetland has been "adopted" on the recipient's behalf to preserve local waterfowl stocks.
- ◆ Organize a mini-fundraising drive or activity in support of a local environmental group. Employees could sign up to volunteer with a non-profit organization to participate in environmental activities or assist with fundraising.
- ◆ Pursue joint-ventures with local schools or youth groups on environmental efforts, such as clean-ups, tree planting or habitat preservation.

Getting started: a suggested approach

REDUCEREUSERECYCLEREWARD

Having read through this guide, you may be wondering, "Where do I begin?" One approach is to strike a task force of creative colleagues to assist you in implementing a formal environmental awards and recognition program. Organizing a task force is well worth the trouble:

- ◆ it will provide the help you will need to design and implement a program;
- ◆ it helps in developing employee buy-in and participation;
- ◆ it will give you more ideas; and,
- ◆ it will help promote the program.

The following sections detail a step-by-step guide to creating a formal awards and recognition program using the task force approach.

STEP 1: Getting approval

Write a concise briefing note to senior management that explains the basics of the awards and recognition program you wish to develop. The note should include the following elements:

- ◆ information as to why the program is a good idea (i.e. its benefits to the organization, the individual and the environment);
- ◆ who will be responsible for running the program;
- ◆ what the awards and recognition program is all about;
- ◆ how the program will be implemented; and

- ◆ the projected cost of implementation.

The briefing note should also include reassurance to senior management that they will be kept informed about the progress of the awards and recognition program and that a policy of "open communications" will be maintained. You should explain clearly what you want/need from senior management. Whether asking for their approval, money or participation you should state the request simply and clearly.

STEP 2: Creating the task force

You will need volunteers to sit on the task force to help establish and oversee the introduction of an environmental awards and recognition program. The following is a list of suggestions for soliciting potential volunteers:

- ◆ place ads in any print publications your organization may have such as an internal newsletter, flyer, brochure, memo, periodic updates and the like;
- ◆ post a message on e-mail;
- ◆ set up small posters around high-traffic areas such as in the lobby, cafeteria, washrooms and elevators; and,
- ◆ place tent cards calling for volunteers on tables in the cafeteria.

You may have to personally recruit volunteers if the response from the promotional items listed above does not produce enough volunteers for the task force. You should actively

recruit colleagues with the skills you will need to launch a successful program. Aim to establish a task force that is representative of the various segments of the organization's workforce. Once you have established your task force, a number of issues will need to be fleshed out.

STEP 3: Developing the criteria

Working together, have the task force establish the reasons for the awards and recognition program (i.e. why the program is being created, its benefits), what the actual awards will be (e.g. a certificate, cash award, trophy, extra privileges), and what the criteria for winning the awards will be. Detail the specific criteria for each award and determine how each nominee/application can be evaluated in a clear and fair manner.

STEP 4: Award nomination and promotion process

Your task force will need to determine the nomination process (i.e. how the call for nominations will be announced, what will be on the application form, who will oversee the nomination process, etc.). As well, you will need to determine the specifics of promoting the awards, soliciting nominations, and the ways in which the program can be communicated to employees.

You may wish to establish exactly what the awards will be (e.g. gifts, trophies) and where these can be obtained (e.g. a specialty shop; awards shop). At this time you should consider setting the deadline for nominations and determine the members of the committee who will review the nominations and select the winners.

STEP 5: Call for nominations

This period is marked by active promotion of the awards and solicitation of nominations. Posters and brochures and whatever other promotional materials have been created should be widely distributed. All nominations should be sent to one person and a nomination file created.

STEP 6: Reviewing nominations and choosing winners

After the deadline for nominations has passed, all nominations should be reviewed and judged against the established criteria for the appropriate award, and winners chosen. In addition, the event for announcing the winners should be determined by this time, as well as when, where and how the awards will be presented, who will do the actual presentations, and any other details that need to be addressed.

STEP 7: Presenting the awards

Whether you choose to have a gala event or a simple afternoon presentation, you should ensure that it is well planned. Refer to "The awards presentation" in section 10 for details.

STEP 8: Task force debriefing

Hold a final meeting of the task force to thank everyone for their hard work and to evaluate the awards and recognition program. Discussion should be open and time spent evaluating the effectiveness of the program and revising the program accordingly.



Printed using
vegetable-based inks
on
100% recycled paper,
all post consumer fibre

